

No. CAZ 014-2026

12 May 2026

Subject: Management Discussion and Analysis for the 1st Quarter ended 31 March 2026

Attention: The President, The Stock Exchange of Thailand

CAZ (Thailand) Public Company Limited (“the Company”) and its Subsidiary (“the Group”) would like to clarify the change in operating result for the 1st Quarter ended 31 March 2026, which changed in revenue and net profit compared with same period of last year as follows:

Statement of Comprehensive Income

(Unit : Million Baht)

Details	31 Mar 2026	31 Mar 2025	Increased (Decreased)	(%)
Revenues from construction contracts	991.02	823.84	167.18	20.29
○ EPC Service	371.44	87.41	284.04	324.96
○ Structure Mechanic and Pinging (SMP and E&I Services)	11.32	659.84	(648.52)	(98.28)
○ Civil & Building Service	-	57.17	(57.17)	(100.00)
○ General Construction Service	602.25	-	602.25	n.a.
○ Fabrication and Other service	6.00	19.42	(13.42)	(69.08)
Cost of construction contracts	(919.14)	(734.46)	184.68	25.15
Gross profit	71.88	89.38	(17.50)	(19.58)
Other income	8.61	6.29	2.32	36.83
Administrative expenses	(33.23)	(32.47)	0.77	2.36
Profit before finance cost and income tax	47.26	63.20	(15.95)	(25.23)
Finance costs	(7.46)	(11.81)	(4.35)	(36.84)
Profit before income tax	39.80	51.39	(11.59)	(22.55)
Income tax	0.22	(11.24)	(11.46)	(101.94)
Profit for the year	40.02	40.15	(0.13)	(0.31)
Owners of the parent	38.79	39.59	(0.80)	(2.02)
Non-controlling interests	1.23	0.56	0.67	118.55

Revenues from construction contracts

For the three-month period ended 31 March 2026, the Group recorded construction revenue of THB 991.02 million, compared to THB 823.84 million for the first quarter of 2025, representing an increase of THB 167.18 million or 20.29%. The increase was mainly attributable to higher revenue recognition from construction projects contracted in 2025, which have progressed further into the construction phase. In addition, during Q1/2025, certain construction projects were in the final stage of their contractual period, resulting in a lower volume of work progression for revenue recognition, while some projects had already been gradually completed and delivered to customers.

As of 31 March 2026, the Group had construction projects under progress with unrecognized revenue (backlog) totaling THB 10,518.05 million.

Other revenue

The Group's other revenue totaling of THB 8.61 Million. Increased of THB 2.32 Million, from same period of last year. Due to the Group has profit from selling scrap and unused construction machine, equipment, and consumable during the period.

Administrative expenses

The Group's administrative expenses for three-month period ended 31 Mar 2026, totalling of THB 33.23 Million, increased of THB 0.77 Million, or 5.80% compared with Q1/2025 which was totaling of THB 32.47 million. Due to the increased of employee expenses which related to the number of employees increasing.

Finance costs

The Group has financial costs during Q1/2026 totaling of THB 7.46 Million, primarily arising from short-term borrowings obtained as working capital for ongoing projects currently under execution. Such borrowings were obtained from financial institutions with which the Company maintains credit facilities, including loans from related parties, loans from other individuals and entities, as well as convertible debentures issued by the Company at the end of the previous year.

Profitability

Gross profit and net profit of the first quarter ended 31 March 2026 and 2025 as follows;

Profitability	Q1/2026		Q1/2025	
	Million Baht	%	Million Baht	%
Gross profit	71.88	7.25	89.38	10.85
Profit attributable to owners of the parent	38.78	3.88	39.59	4.77

The Group reported gross profit for Q1/2026 of THB 71.88 million, representing a gross profit margin of 7.25%, compared to gross profit of THB 89.38 million and a gross profit margin of 10.85% for Q1/2025. The decrease was primarily attributable to certain ongoing construction projects under EPC contracts, for which revenue and costs are recognized based on the transfer right of control of goods or services to customers in an amount that reflects the consideration the Company expects to be entitled to in exchange for such goods or services transferred. As a result, the gross profit margin for Q1/2026 decreased compared to the corresponding period of the previous year.

Net profit attributable to the parent company for Q1/2026 amounted to THB 38.78 million, representing a net profit margin of 3.88%, slightly decreased compared to net profit attributable to the parent company of THB 39.59 million, or a net profit margin of 4.77%, for Q1/2025. The decline in net profit margin was primarily attributable to the recognition of costs relating to EPC projects as described above.

Statement of Financial Position

(Unit: Million Baht)

Details	31 Mar 2026	31 Dec 2025	Increase (Decreased)	% Changed
Assets				
Current assets				
Cash and cash equivalents	971.72	98.19	873.53	889.65
Trade and other current receivables	1,052.58	785.07	267.51	34.07
Contract assets	96.16	71.05	25.11	35.34
Inventories	7.60	7.64	(0.04)	(0.53)
Withholding tax deducted at source	-	3.35	(3.35)	(100.00)
Other current assets	30.71	25.05	5.67	22.62
Total current assets	2,158.77	990.35	1,168.42	117.98
Non-current assets				
Restricted deposit at financial institution	0.02	0.02	-	-
Property, plant and equipment	621.27	622.20	(0.93)	(0.15)
Intangible assets	8.34	8.71	(0.38)	(4.33)
Withholding tax deducted at source	88.89	88.89	-	-
Deferred tax assets	3.38	3.29	0.09	2.60
Deposits	1.19	3.10	(1.91)	(61.59)
Total non-current assets	723.08	726.21	(3.13)	(0.43)
Total assets	2,881.84	1,716.56	1,165.29	67.88
Liabilities and equity				
Current liabilities				
Bank overdrafts	24.78	29.82	(5.04)	(16.91)
Short-term borrowing from financial institutions	30.00	30.00	-	-
Trade and other current payables	272.91	501.78	(228.87)	(45.61)

Details	31 Mar 2026	31 Dec 2025	Increase (Decreased)	% Changed
Contract liabilities	1,580.99	249.75	1,331.24	533.03
Current portion of long-term borrowings from financial institutions	69.34	71.14	(1.80)	(2.53)
Current portion of Lease liabilities	32.14	34.76	(2.61)	(7.52)
Current portion of retention payables	48.60	52.24	(3.63)	(6.95)
Short-term borrowings from related parties	3.82	7.65	(3.83)	(50.09)
Short-term borrowings from other party	23.00	33.00	(10.00)	(30.30)
Other current liabilities	62,81	15.36	47.45	308.83
Total current liabilities	2,148.40	1,025.50	1,122.90	109.50
Non-current liabilities				
Long-term borrowing from financial institutions	18.13	27.55	(9.42)	(34.18)
Lease liabilities	18.44	17.16	1.28	7.45
Retention payables	2.14	0.25	1.89	746.62
Convertible debentures	112.34	111.31	1.03	0.93
Deferred tax liabilities	29,42	29.42	-	-
Non-current provisions for employee benefits	10.06	9.70	0.36	3.67
Total non-current liabilities	190.54	195.41	(4.86)	(2.49)
Total liabilities	2,338.94	1,220.90	1,118.04	91.57
Equity				
Share Capital – Authorized	220.20	220.20	-	-
Issued and paid-up	151.19	147.00	4.19	2.85
Share premium	246.10	246.10	-	-
Share premium on warrants	2.66	-	2.66	n.a.
Warrants	2.04	2.19	(0.15)	(6.85)
Retained earning				
Appropriated - legal reserve	14.70	14.70	-	-
Unappropriated	(4.77)	(43.56)	(38.79)	(89.05)
Convertible debentures – equity component	0.43	0.43	-	-
Equity attributable to owners of the parent	128.57	128.04	0.53	0.41
Equity attributable to owners of the parent	540.93	494.91	46.02	9.30
Non-controlling interests	1.97	0.74	1.23	164.87
Total equity	542.90	495.65	47.25	9.53
Total liabilities and equity	2,881.84	1,716.55	1,165.28	67.89

Assets

As of 31 March 2026, the Group had total assets of THB 2,881.84 million, representing an increase of THB 1,165.28 million or 67.89% compared to total assets of THB 1,716.55 million as of 31 December 2025. Details of the changes in assets are as follows:

Current assets; comprising of

- Cash and cash equivalents amounting to THB 971.72 million, increased by THB 873.53 million, primarily due to the receipt of advance payments for construction services from a project contracted with a customer in the previous year in accordance with the contractual terms.
- Net trade and other current receivables amounting to THB 1,052.58 million, increased by THB 267.51 million, mainly as a result of progress billings issued upon customers' acceptance of completed work milestones. These invoices were subsequently settled by customers in the following periods.

In addition, during Q1/2026, the Company successfully collected the full outstanding amount from a trade receivable relating to a construction contract that had been final settled in the previous year.

- Contract assets amounting to THB 96.16 million, increased by THB 25.11 million, due to additional revenue recognized based on the progress of work completed during the period for which billing to customers could not yet be issued. Such billings are expected to be issued in subsequent periods.

Liabilities

As of 31 March 2026, the Group had total liabilities of THB 2,881.84 million, representing an increase of THB 1,165.29 million or 67.88% compared to the previous year. Details of the changes in liabilities are as follows:

- The Group had total borrowings of THB 281.41 million, decreasing by THB 29.06 million from the previous year. The decrease was partly attributable to repayments of short-term loans obtained from financial institutions for ongoing construction projects in accordance with the scheduled repayment terms.
- Trade and other payables amounted to THB 272.91 million, decreasing by THB 228.87 million, mainly due to repayments to trade creditors and subcontractors following receipt of payment from a customer relating to a project contract that had been terminated in the previous year.
- Contract liabilities amounted to THB 1,580.99 million, increasing by THB 1,331.24 million from the previous year, comprising:
 1. Unearned service revenue (advance billings collected from customers in accordance with contractual terms, where the billed amount exceeded revenue recognized to date) amounting to THB 608.53 million, increasing by THB 358.78 million from the previous year. The increase



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resulted from the recognition of service revenue upon the Group's transfer of control over goods and services to customers under the contracts during the period.

2. Advance receipts for construction services amounting to THB 972.46 million, representing advance payments received for projects contracted in the previous year in accordance with the terms and conditions specified in the contracts.

Equity

Equity attributable to the owners of the parent as of 31 March 2026 amounted to THB 542.91 million, representing an increase of THB 46.02 million, or 9.30%, compared to 31 December 2025. The entire increase was attributable to the Group's total comprehensive income attributable to the owners of the parent for the three-month period ended 31 March 2026.

Please be informed accordingly.

Sincerely yours,

(Mr. Chung Sik Hong)

Chief Executive Officer